

Next 1 Page(s) In Document Exempt

STAT

Line:
/ DON'T KNOW WHY
YOU DON'T WANT TO GO
BACK TO [] — HE
WAS GIVEN THE JOB — WHY
HE DIDN'T MOVE IS
A MYSTERY. YOU DON'T
HAVE TO GO TO HIM — OR
IF YOU DO, NOT WITH A
DEMAND — RATHER WITH
A QUERY — " ~~ARE~~ THE
DIRECTOR TALKED TO HADAY AND
ME — HOW'S THE BOAT COMING? "

DR. ENRMANN WOULD BE
INVOLVED IN EITHER CASE.

WE COULD OFFER THE HELP OF
A COUPLE RECRUITERS FOR A SHORT
TIME — BEFORE THE FALL SEASON
OPENS — WOULD MEAN MOVING
QUICKLY —

ONLY AS A LAST RESORT
SHOULD WE TAKE THE JOB — DD1

RSW -

Harry Fisher doesn't
(support)
feel we should take on
the job of doing the "face
book" for recruiters —
at least w/o major help
from other Deputies. I
don't feel same apprehensions
& don't want to go to
 fact. (Col W has agreed
our getting Mr. Erhman
Smith out) What do

you think we should
do?



Would any of recounter be
good?

5 AUG 1971

ROUTING AND RECORD SHEET

FILE

Personal 15

SUBJECT: (Optional)

DD/S 74-3083

FROM:

Director of Personnel

EXTENSION

NO.

DATE

3 AUG 1971

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support

Attached are two papers pertinent to the questions raised by the Director at our 2 August meeting with him.

The first is [redacted] memorandum covering the first-and-only meeting of the Ad Hoc committee by [redacted] to follow-up on the requirement for a fact book. You will note that at that meeting emphasis was given to "expansion of the 'Blue Book'". Perhaps this committee should be reconvened and given the Director's instruction to proceed forthwith with the expanded version suitable for use by the recruiters. I like the idea of having Prof. Ehrmann as the writer with the others providing the necessary facts.

Also attached is a report from [redacted] in response to my query, on the recruiters' views on the youth problem. The recruiters were asked what major misconceptions about the Agency are held by the young people on campus and what type of questions they ask about the Agency.

Harry B. Fisher

25 March 1971

MEMORANDUM FOR THE RECORD

SUBJECT: Revision of Agency Blue Book

1. On 24 March I attended a meeting called by [] to discuss revision of the "Blue Book" pamphlet. Present, in addition to [] were [] OGC; [] Dr. Ehrmann, Historical Staff; Robert Wattles, ADD/S; Walter Pforzheimer; [] OTR; [] Legislative Council; and []

2. Dr. Ehrmann reported that he has corrected and updated the current version of the Blue Book but has not expanded it. The text is in the hands of the Executive Director for final review and approval. A small number, perhaps 1,000 or so, will be printed in the next few days and existing copies of the old version will be thrown away.

3. We agreed that it will be desirable to expand the pamphlet into a basic fact book concerning the Agency which can be distributed to libraries, students, teachers, and other interested members of the public. [] will continue to chair the AF/DOC committee which met today and will be generally responsible for seeing that the necessary action is taken to prepare the fact book. He will call upon each of us to assist as needed. As a first step, Domestic Contact Service and Recruitment Division will survey [] to get a list of the questions concerning the Agency which are asked most frequently by our public contacts.

[]
Deputy Director of Personnel
for Recruitment and Placement

Distribution:

Original & 1 - D/Pers Chrono
1 - DD/Pers/R&P Chrono

DD/Pers/R&P/[] (25 March 1971)

CONFIDENTIAL

7 June 1971

MEMORANDUM FOR: Director of Personnel

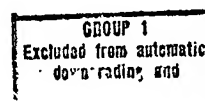
SUBJECT : The Recruiters' Views on Youth and the Agency Image

1. In their recent conference the recruiters pooled their views about youth and the Agency, with some interesting and encouraging results. Opinions varied on many questions, reflecting both personal and regional points of view, but there was general agreement on major points which can be summarized as follows.

a. There is a "youth problem," but it is not one of widespread hostility and alienation. A small minority are rabble-rousers and get the headlines. The significant problem lies in the changing interests and attitudes of young people who seem concerned as never before about what they perceive to be basic issues. However naive or imperfect its expression, the concern is real and it is reflected in a more questioning and ambivalent attitude toward job choices. This isn't necessarily bad, and in the long run it may be good.

b. There is an "image" problem which arises from a number of causes. In the first place, we have no agreed definition among ourselves of what the Agency's image is or ought to be or whether we should be concerned about image at all. Among the public, most people have no particular perception of the Agency, but of those who do, all too many are influenced by misinformation and conjecture. We are somehow mixed up with Defense or the FBI; we conduct domestic spying and have something to do with law enforcement, campus unrest and narcotics; our major function is to combat individuals and governments who disagree with U.S. policy; we are an autonomous organization with a heavy influence on foreign policy; for many ex-servicemen we are a paramilitary organization. For whatever reasons, we usually are perceived in terms of clandestine activity rather than intelligence research and production; and to the extent that our image is tarnished, it tends to be among the bright liberal arts students more than any other group. Finally, many people who get into the applicant stage gain an impression of bureaucracy in the Agency because of the lengthy processing procedure, the time required to get an employment decision, and what they fear may be security restraints on personal lives.

CONFIDENTIAL



CONFIDENTIAL

c. Despite the foregoing points we are experiencing no difficulty in identifying, attracting and bringing in adequate numbers of qualified young people in all job categories.

2. The generalizations in a and b above are supported by the recruiters' listings of questions which they get frequently from applicants, faculty members, student counselors and other lead sources. Most questions, of course, are the normal ones which would be asked of or about any prospective employer, but there are a number of recurring themes which reveal varying degrees of applicant misunderstanding and concern. They tend to fall into a pattern and can be grouped under subject matter headings as follows.

Foreign Operations

Does CIA really try to overthrow foreign governments?

Why does the Agency support anti-democratic elements in foreign countries?

How much truth is there in repeated stories that CIA's major role overseas is stirring up insurrections and running small wars?

Can you explain CIA's role in Guatemala? Singapore? in Cuba? in the Congo? in Laos?

Does the Agency assassinate or order the elimination of people?

What real controls exist to curb CIA activities abroad?

What is CIA's role in the formulation of foreign policy?

Domestic Operations

What is the Agency's role inside the United States?

Are you affiliated with the FBI? DIA? NSA? Isn't there duplication?

Do you engage in investigative and law enforcement work?

Do you infiltrate student groups? Why do you use campus organizations as fronts for covert activity?

CONFIDENTIAL

CONFIDENTIAL

Administration

Why does it take so long to get an employment decision?

I am a loyal U.S. citizen; why does it take so long to clear me?

Why would the Agency have budget and ceiling problems? Don't you have unlimited funds?

How are your jobs related to Civil Service?

Can I be let go at any time? Can I quit if I want to?

What financial controls exist over the Agency?

Why is your budget not subject to public scrutiny?

Policy Formulation and Controls

How can you distinguish between CIA's roles in the formulation and execution of foreign policy?

If CIA doesn't make policy, why do the accusations persist?

To whom is the Agency accountable for its actions?

Impact on Personal Activities

What restrictions are there on the personal lives of employees and their families?

Does the Agency "check up" on its employees after hours?

If an employee decides to leave, what effect does Agency employment have on his chances for other types of professional work?

If I am encouraged to maintain professional ties, why must I deny Agency affiliation?

Is the work really dangerous?

Public Relations

Why doesn't the Agency answer charges which are patently false or absurd?


CONFIDENTIAL

CONFIDENTIALMoral or Ethical

How can CIA's actions be morally justified in an open society?

Are secrecy and devious methods consistent with democracy?

3. The recruiters are not disturbed that such questions continue to arise. They consider them inevitable when such publicity as the Agency receives depends upon some editor's notion of what is newsworthy. Nor have they changed very much over the years; the main difference in recent times is that critics have found fresh material in our identification with an unpopular war. The recruiters find no great difficulty in dealing with these questions, and they are not raised in such volume as to be a hindrance to recruitment. They are symptomatic, however, of a general lack of information and understanding about the Agency which a "Fact Book" could help to correct. In summary, recruiters feel that we needn't worry too much about what our critics say--they will say it no matter what--but we must accept the fact that youthful attitudes and values are changing. The young applicant today is likely to be both more skeptical and more idealistic than he used to be, and less inclined to accept the status quo without question. We do not need a public relations campaign and any large-scale efforts along that line probably would be counterproductive. Our "low profile" recruitment policy is keeping us out of the rabble-rousers line of fire, and about the most helpful thing now would be an expanded, factual, objective statement about the Agency and its work which recruiters could use selectively in dealing with applicants and sources.


Deputy Director of Personnel
for Recruitment and Placement

Distribution:

Original & 1 - Addressee

1 - DD/Pers/R&P Chrono

1 - C/RD

DD/Pers/R&P/ (7 June 1971)**CONFIDENTIAL**

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Personnel

EXTENSION

NO.

DD/S

71-2344

DATE

10 JUN 1971

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support
2. Executive Director-Comptroller

28 June

In response to your request, [redacted] did attempt to elicit the recruiters' views on youth and the Agency's image. Obviously, the comments of this group, who are in daily touch with "youth," have particular meaning. I do not believe, however, that you will find too much that is surprising to you in this summary.

One message I get is that a well-written "fact book" could provide well-thought-out answers to many of the questions raised. The Deputies endorsed the preparation of such a book, but I am not aware of the progress being made. I believe responsibility for the book lies somewhere between [redacted] and Professor Ehrmann. It is my impression that they may be considering a modification of the Blue Book--I'm not at all sure that is what is wanted.

Harry B. Fisher

We are sending a copy of the attached Memo to [redacted] & Ehrmann. 1 to 2 - Colonel White - You may find this of some interest.

Robert S. Wattles

~~CONFIDENTIAL~~

7 June 1971

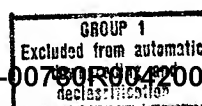
MEMORANDUM FOR: Director of Personnel

SUBJECT : The Recruiters' Views on Youth and the Agency Image

1. In their recent conference the recruiters pooled their views about youth and the Agency, with some interesting and encouraging results. Opinions varied on many questions, reflecting both personal and regional points of view, but there was general agreement on major points which can be summarized as follows.

a. There is a "youth problem," but it is not one of widespread hostility and alienation. A small minority are rabble-rousers and get the headlines. The significant problem lies in the changing interests and attitudes of young people who seem concerned as never before about what they perceive to be basic issues. However naive or imperfect its expression, the concern is real and it is reflected in a more questioning and ambivalent attitude toward job choices. This isn't necessarily bad, and in the long run it may be good.

b. There is an "image" problem which arises from a number of causes. In the first place, we have no agreed definition among ourselves of what the Agency's image is or ought to be or whether we should be concerned about image at all. Among the public, most people have no particular perception of the Agency, but of those who do, all too many are influenced by misinformation and conjecture. We are somehow mixed up with Defense or the FBI; we conduct domestic spying and have something to do with law enforcement, campus unrest and narcotics; our major function is to combat individuals and governments who disagree with U.S. policy; we are an autonomous organization with a heavy influence on foreign policy; for many ex-servicemen we are a paramilitary organization. For whatever reasons, we usually are perceived in terms of clandestine activity rather than intelligence research and production; and to the extent that our image is tarnished, it tends to be among the bright liberal arts students more than any other group. Finally, many people who get into the applicant stage gain an impression of bureaucracy in the Agency because of the lengthy processing procedure, the time required to get an employment decision, and what they fear may be security restraints on personal lives.

~~CONFIDENTIAL~~

CONFIDENTIAL

c. Despite the foregoing points we are experiencing no difficulty in identifying, attracting and bringing in adequate numbers of qualified young people in all job categories.

2. The generalizations in a and b above are supported by the recruiters' listings of questions which they get frequently from applicants, faculty members, student counselors and other lead sources. Most questions, of course, are the normal ones which would be asked of or about any prospective employer, but there are a number of recurring themes which reveal varying degrees of applicant misunderstanding and concern. They tend to fall into a pattern and can be grouped under subject matter headings as follows.

Foreign Operations

Does CIA really try to overthrow foreign governments?

Why does the Agency support anti-democratic elements in foreign countries?

How much truth is there in repeated stories that CIA's major role overseas is stirring up insurrections and running small wars?

Can you explain CIA's role in Guatemala? Singapore? in Cuba? in the Congo? in Laos?

Does the Agency assassinate or order the elimination of people?

What real controls exist to curb CIA activities abroad?

What is CIA's role in the formulation of foreign policy?

Domestic Operations

What is the Agency's role inside the United States?

Are you affiliated with the FBI? DIA? NSA? Isn't there duplication?

Do you engage in investigative and law enforcement work?

Do you infiltrate student groups? Why do you use campus organizations as fronts for covert activity?

CONFIDENTIAL

Administration

Why does it take so long to get an employment decision?

I am a loyal U.S. citizen; why does it take so long to clear me?

Why would the Agency have budget and ceiling problems? Don't you have unlimited funds?

How are your jobs related to Civil Service?

Can I be let go at any time? Can I quit if I want to?

What financial controls exist over the Agency?

Why is your budget not subject to public scrutiny?

Policy Formulation and Controls

How can you distinguish between CIA's roles in the formulation and execution of foreign policy?

If CIA doesn't make policy, why do the accusations persist?

To whom is the Agency accountable for its actions?

Impact on Personal Activities

What restrictions are there on the personal lives of employees and their families?

Does the Agency "check up" on its employees after hours?

If an employee decides to leave, what effect does Agency employment have on his chances for other types of professional work?

If I am encouraged to maintain professional ties, why must I deny Agency affiliation?

Is the work really dangerous?

Public Relations

Why doesn't the Agency answer charges which are patently false or absurd?

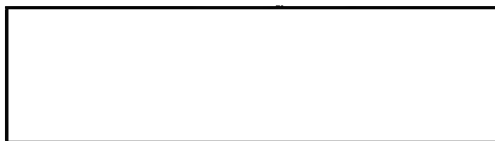
CONFIDENTIAL

Moral or Ethical

How can CIA's actions be morally justified in an open society?

Are secrecy and devious methods consistent with democracy?

3. The recruiters are not disturbed that such questions continue to arise. They consider them inevitable when such publicity as the Agency receives depends upon some editor's notion of what is newsworthy. Nor have they changed very much over the years; the main difference in recent times is that critics have found fresh material in our identification with an unpopular war. The recruiters find no great difficulty in dealing with these questions, and they are not raised in such volume as to be a hindrance to recruitment. They are symptomatic, however, of a general lack of information and understanding about the Agency which a "Fact Book" could help to correct. In summary, recruiters feel that we needn't worry too much about what our critics say--they will say it no matter what--but we must accept the fact that youthful attitudes and values are changing. The young applicant today is likely to be both more skeptical and more idealistic than he used to be, and less inclined to accept the status quo without question. We do not need a public relations campaign and any large-scale efforts along that line probably would be counterproductive. Our "low profile" recruitment policy is keeping us out of the rabble-rousers' line of fire, and about the most helpful thing now would be an expanded, factual, objective statement about the Agency and its work which recruiters could use selectively in dealing with applicants and sources.



Deputy Director of Personnel
for Recruitment and Placement

25

CONFIDENTIAL

